



Document Type: Policy	Unique Identifier: CORP/POL/078
Document Title: Behavioural Standards Framework	Version Number: 2
Scope: Trust Wide	Status: Ratified
Author / Title: Lyn Hadwin, Head of Workforce Delivery	Classification: Organisational
Replaces: Version 1, Behavioural Standards Framework, Corp/Pol/078 (no change)	Responsibility: Workforce & Organisational Development
Validated By: Lyn Hadwin, Head of Workforce Delivery	Head of Department: Lyn Hadwin, Head of Workforce Delivery
Ratified By: Procedural Document and Information Leaflet Group	Date: 24/01/2019
Review dates may alter if any significant changes are made	Date: 13/02/2019
Review Date: 01/01/2022	
Which Principles of the NHS Constitution Apply? 1, 3, 4, 5 Principles	Which Staff Pledges of the NHS Constitution Apply? 1, 2, 3, 4, 5, 6, 7 Staff Pledges
Does this document meet the requirements of the Equality Act 2010 in relation to Race, Religion and Belief, Age, Disability, Gender, Sexual Orientation, Gender Identity, Pregnancy & Maternity, Marriage and Civil Partnership, Carers, Human Rights and Social Economic Deprivation discrimination? Yes	
Document for Public Display: Yes	
Evidence Search not applicable Date	
To be completed by Library and Knowledge Services Staff	

Behavioural Standards Framework

A great place to be cared for; a great place to work.



Contents

Section**Page**

A great place to be cared for; a great place to work **4**

Creating Better Care Together **6**

Behavioural Standards Framework **8**

Better **9**

Care **11**

Together **14**



“Our Behavioural Standards Framework has been developed by staff to ensure we have a set of core behaviours and attitudes that help us support each other to deliver our vision and values. The Framework applies to us all and is part of everyone’s role.”

A great place to be cared for; a great place to work.

Trust Vision

We will constantly provide the highest possible standards of compassionate care and the very best patient and staff experience. We will listen to and involve our patients, staff and partners.

Trust Values - The 5Ps

Patients

**Our patients will be treated with compassion, dignity and respect.
Their experience is our most important measure of achievement.**

People

**Our staff and volunteers are the ones who make a difference.
They understand and share our values and this is reflected in their work.**

Partnerships

**Our partnerships make us strong.
By investing in them, we will deliver the best possible care to our communities.**

Performance

**Our performance drives our organisation.
Providing consistently safe, high-quality care is how we define ourselves and our success.**

Progress

**Our progress will be improved through
innovation, education, research and technology to meet the challenges of the future.**

Feedback from both staff and patients has formed the basis for the core behaviours and attitudes included in the Framework.

These behaviours and attitudes underpin our vision and values and also link to the Trust's Customer Care Commitment, the NHS Values and the Department of Health Compassion in Practice Strategy which includes providing care using the 6Cs:



- **Care**
- **Communication**
- **Compassion**
- **Courage**
- **Competence**
- **Commitment**

Why do we need them?

We want UHMB to be 'A great place to be cared for; a great place to work'. An organisation that provides quality, compassionate care and supports its staff and everyone who works for the Trust plays a part in achieving this.

The Framework sets out the behaviours and attitudes expected of all staff which are not explicitly described in our job descriptions, the personal skills and attributes around 'how' we are expected to approach our work and should combine with the professional and technical skills to inform every action we take.

They demonstrate:

- **How we do things**
- **How we treat others**
- **What we say and how we say it**
- **How we expect to be treated**

**"We want UHMB to be;
A great place to be
cared for; a great place
to work."**

Creating Better Care Together

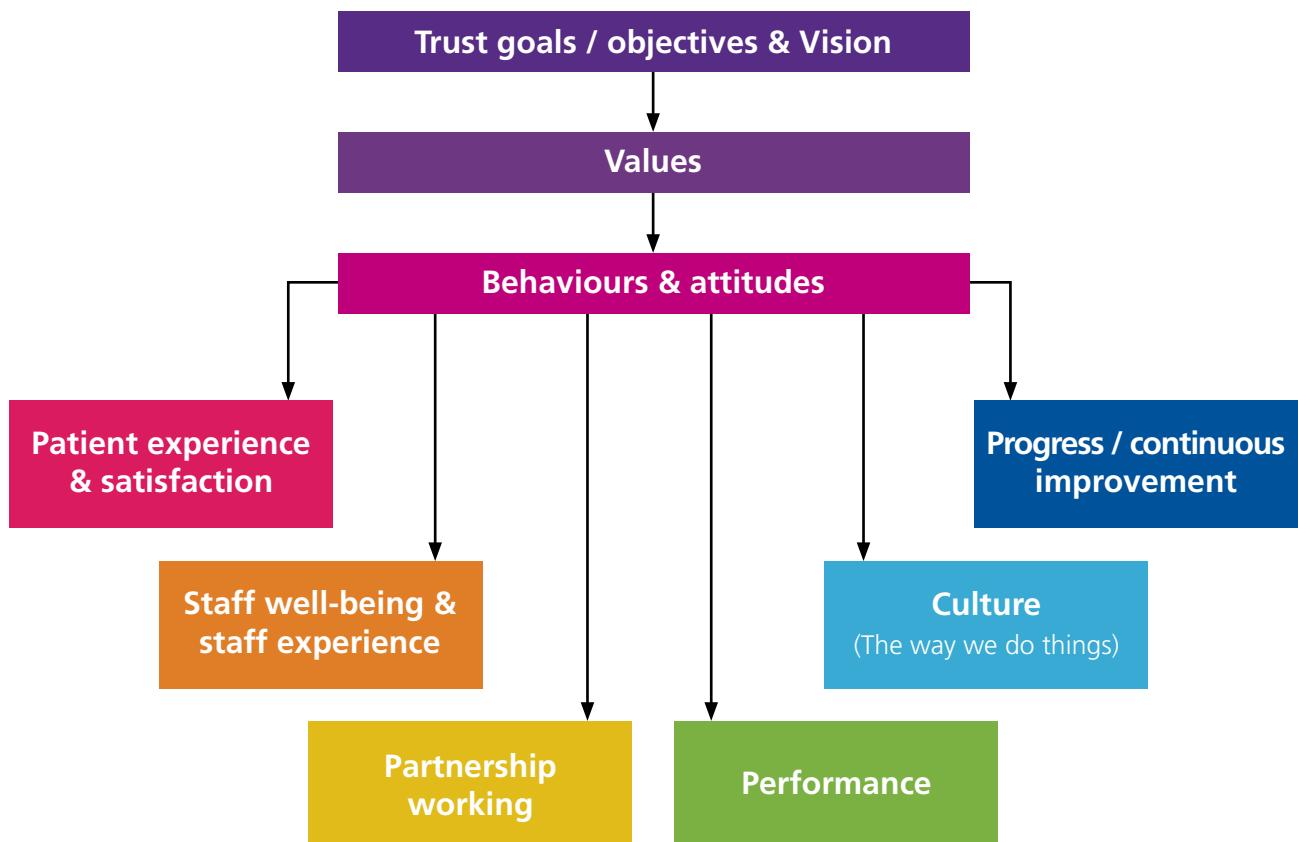


Working together as a whole team we can provide 'better care together'; this includes in our immediate teams as well as those who we link with in the wider organisation and in our partnerships with others.

Our patients are the focus of everything we do; working together across the health, social and voluntary sectors we can deliver this jointly.

Our behaviours and attitudes may seem less important; however, they are crucial and have a very big impact on relationships and teams working well together. Feedback received from patients, staff, visitors and those in other organisations have indicated this.

The organisation's goals, objectives and vision, set out what we are required to achieve. How we do this has a strong link to our behaviours and attitudes. They are what people see and hear. Research, along with feedback, shows getting them right will contribute to improved patient and staff experiences. Therefore the Framework will form part of our recruitment, performance management and appraisals.



“Our patients are the focus of everything we do; working together across the health, social and voluntary sectors we can deliver this jointly.”



Behaviour Standards Framework

The Framework is set out in two parts:

1. A summary 'at a glance' list of behaviour standards
2. More detailed information explaining what these behaviours look like in our daily activities

Expectations 'at a glance'

Introduce yourself with # hello my name is...	Value the contribution of everyone	Share learning with others
Be friendly and welcoming	Team working across all areas	Recognise diversity and celebrate this
Respect shown to everyone	Seek out and act on feedback	Ensure all our actions contribute to safe care and a safe working environment
Put patients at the centre of all we do	Be open and honest	For those who supervise / manage teams: ensure consistency and fairness in your approach
Show support to both staff and patients	Communicate effectively: listen to others and seek clarity when needed	Be proud of the role you do and how this contributes to patient care

Better

Making a difference every day to ensure that we deliver our best to each other and those we look after.



What we expect to see and hear

Being friendly and welcoming

Introduce yourself with 'Hello my name is'

- This gives an instant welcome. Explaining who you are and telling them your role helps to put people at ease (in face to face or over the phone interactions)
- Smiling, making eye contact, using open body language and appropriate tone of voice helps in building rapport with people

What we don't expect to see and hear

Unfriendly behaviour and ignoring people

No introductions, including avoiding eye contact with individuals.

- Closed body language where you appear unapproachable and rude
- This can make people feel vulnerable and also invisible. It is inappropriate to ignore people even if you are not the person they need to speak to. It creates a bad impression

Respect shown to and for everyone

Show empathy, put yourself in their shoes (patients and staff) to try to see things from their perspective i.e. understand how they are feeling, their roles and pressures.

- Talk directly with people about their care and any issues you are dealing with
- Use appropriate language
- Say 'please' and 'thank you'
- Treat others as they wish to be treated
- Have an awareness of the different cultural needs and beliefs and provide appropriate resources and support

Disrespectful behaviour including that which constitutes bullying, harassment or discrimination

Ignoring what the other person is saying and showing no regard for how they are feeling or their perspective.

- Gossiping and talking about people 'behind their back' or talking over people
- Aggressive behaviour
- Any behaviour which is humiliating or offensive to others and constitutes bullying or harassment (see Dignity & Respect at Work Policy for more information)
- Any use of bad language
- Not respecting or treating others how they wish to be treated

What we expect to see and hear

Act professionally at all times

Present yourself in a professional way, in how you speak to people and your dress code.

- Ensure you follow policies regarding:
 - safety, hygiene and cleanliness, conduct, information governance, use of mobiles etc
- Be aware of where you are having conversations and / or information you have access to always ensuring confidentiality is maintained at all times
- Speak up and escalate concerns appropriately, either about unsafe practice or inappropriate behaviour
- Be open to challenge and welcome feedback from others
- Regularly review your performance against feedback to ensure you are doing the best in your role and working within current practices.

For those who supervise / manage teams, ensure consistency and fairness in your approach

- Lead by example and role model behaviours
- Be open, honest and approachable
- Set clear standards and realistic expectations of self and others
- Communicate with all the team providing information in a timely way, listen to concerns and respond to issues
- Provide support for team members
- Facilitate development opportunities
- Manage all staff consistently, fairly and equitably

What we don't expect to see and hear

Unprofessionalism

Being disrespectful to people. Not following the appropriate dress code.

- Inappropriate conduct or failure to follow policies and processes causes undue worry for patients and colleagues as it's seen as unprofessional
- Breaching confidentiality by discussing patient or staff information including leaving documentation on desks in an open environment
- Criticising others for speaking up on behalf of patient safety and any inappropriate behaviour
- Ignoring feedback provided and refusing to take issues on board or make changes to behaviour
- Continue to work as you have done rather than reviewing performance and ensuring you are working within current practices
- Bringing personal issues into the workplace and letting them interfere with your work

Managing in an inconsistent and unfair way

- Displays inappropriate behaviours despite not accepting these from team members
- Is dishonest in what they say and how they work
- Sets unrealistic expectations of staff which are unachievable therefore setting them up to fail
- Ineffective or no communication with the team, dismissive of any concerns raised and does not respond to issues
- Does not provide support to team either in times of need or with regard to development
- Manages staff inconsistently and unfairly. May even show favouritism to some staff

Care

When we look out for, and after, each other, we all feel the benefit.



What we expect to see and hear

Put patients at the centre of all we do

Care is provided at the right time, by the right people in the right way.

- Patients are involved in decisions about their care
- Time taken to really care
- Time taken to really listen to patients and respond to their needs
- Engage with the patients family or carer
- Care provided with compassion and empathy
- Information provided to patients in a timely way, keeping them updated about what is happening with their care
- Engage with all members of the multi-disciplinary team to provide care
- Focus on quality of care being given and seek assistance when required

Value contribution of everyone in the team

Value and recognise, through praise, the contribution everyone makes to the team.

- Share compliments - tell people when they have done a good job and make sure you pass on compliments you have heard and received
- Recognise good practice and behaviour
- Acknowledge ideas and encourage individuals to try new ways of working and practising
- Celebrate success of everyone
- Provide feedback to colleagues, when things are going well and when they aren't

What we don't expect to see and hear

Patients are not seen as important

Patients and families are ignored and treated unfairly.

- Decisions are made for patients without their involvement
- Apathy, lack of compassion giving the impression you don't care and saying you are too busy to help
- A lack of communication with the patient and their family or carer/s
- Putting individual agendas before patient care
- Lack of or no information provided to patients so they are left wondering what is happening
- Your mood affecting how you treat patients
- Ignoring other team members involved in the patients care, not working together or passing on essential information regarding the care

Staff are not valued

Ignore and fail to recognise the contribution everyone makes to the team.

- Compliments are not shared and feedback not given to team members
- Ideas are either dismissed or not encouraged
- Feedback only given when things aren't going well and given in public, causing humiliation
- Patronising and judgemental behaviour, including belittling team members
- Ignoring the achievements and successes made by the team and team members

What we expect to see and hear

Effective communication

Communicate effectively in face-to-face, telephone and written interactions.

- Show empathy and understanding of your message and consider how it will be taken on board
- Keep people informed ensuring communication is timely, is delivered using the most appropriate method and language people understand
- Active listening, take time to really listen so the person talking to you really knows you are hearing what they have to say
- Show patience and understanding, take time to really understand what someone is trying to tell you so we can take intelligent action as a result
- Encourage everyone to have a voice
- Give everyone a chance to ask all their questions, remembering there is no such thing as a 'daft question'

What we don't expect to see and hear

Ineffective communication

Communication is unclear or blunt and lacks empathy.

- People are not kept informed and communication is done in a way which is easiest for you
- Jargon, abbreviations, terminology and language is used which people may not understand
- No time taken to listen
- No opportunity given for questions which may leave people feeling anxious or unclear
- Interrupting people inappropriately in interactions

Open and honest in your actions

- Take responsibility for your own work and tasks
- Take responsibility for your own actions
- Honesty when things go wrong, take ownership and accountability
- Keep promises you make following them through

Being dishonest

- Blame others when things go wrong, taking no ownership for your actions
- Fail to keep promises or make empty promises e.g. say you might be able to help just to get people off your back, promise to be back in 5 minutes but don't return

“Our behaviours and attitudes may seem less important; however, they are crucial and have a very big impact on relationships and teams working well together.”



Together

We all have a key role to play in improving the experience for staff and patients.



What we expect to see and hear

Team working

Work together across teams, departments, divisions, the Trust and with our partners to provide patient care and improve service provision.

- Clear effective communication between teams
- Teams and individual members trust each other
- Everyone understands their role and the impact their role has in providing patient care and in the team
- All team members are encouraged to contribute ideas and new ways of working and their ideas are listened to
- Individuals are supportive of each other, recognising times when help and assistance is required
- Continuous improvement is an integral component of team working with all members contributing to changes

Seek out feedback and act on it

Take time to ask people for feedback on the service provided and your contribution.

- Actively listen to feedback from patients and staff
- Tactfully and positively feedback to others as an opportunity to learn
- Accept feedback from others about the things doing well and those we need to change

What we don't expect to see and hear

Lack of team working

Tensions and 'cliques' in teams, ignoring of a team member 'silent treatment'. This can result in teams and team members not working together effectively.

- Assume others will pick up your work and do the task for you
- Little or no communication between teams and team members
- Inappropriate behaviours displayed resulting in lack of trust e.g. breaking confidences, blaming of others, not doing your fair share of the work
- Not taking the time to understand the different roles and how they all contribute to patient care
- Patronising behaviour i.e. putting others down to make ourselves feel better and treating people like they are stupid, particular with reference to peoples roles
- Lack of support for individuals and ignoring the signs when people may need help
- Resist change and avoid making improvements

Ignoring feedback

Ignore any feedback received believing they are wrong and you are right.

- Criticise or judge others' behaviour
- Only focus on negative issues when giving feedback
- Take feedback as a criticism
- Believe that you can't change your behaviour; we all can, it may take time and we may need to work at it

What we expect to see and hear

Challenge inappropriate behaviours

Have the confidence to tactfully feedback to others when inappropriate behaviour displayed.

- Provide support for individuals receiving feedback, it may be that they were unaware of the impact
- Speak up and escalate concerns appropriately
- Be open to challenge from others on your own behaviour

Share learning

Share knowledge and new ideas with team members.

- Multi-disciplinary team learning together accepting everyone's contribution is valuable
- Encourage ideas from everyone
- Ask questions when further clarification is needed

Ensure all our actions contribute to safe care and a safe working environment

Continue own learning and reviewing own practices.

- Be aware of your responsibilities and your limitations
- Ask questions to clarify and understand
- Have confidence to speak up when things not right
- Be open to improvement and change

What we don't expect to see and hear

Accepting of inappropriate behaviours

Ignore inappropriate behaviour when you witness it and don't speak to people about it.

- Dismiss situations when people behave inappropriately saying 'it's just how they are'
- Not reporting or raising concerns or dealing with concerns raised with you
- Be defensive when feedback is given to you

Keep learning to yourself

Treat knowledge as power and don't share.

- Silo learning i.e. in own professional group
- Your idea is the only idea
- Dismiss questions as they should know the answer

Not recognising how our actions can impact of safe care and a safe working environment

Continue to work as always have done and not taking part in development activities.

- Take on tasks you are not trained to do
- Accept poor practice
- Take short cuts
- Resistance to change of improvements

Contact us

University Hospitals of Morecambe Bay NHS Foundation Trust
Trust HQ
Westmorland General Hospital
Burton Road
Kendal
LA9 7RG

Email trusthq@mbht.nhs.uk
Website www.uhmb.nhs.uk
Twitter twitter.com/UHMBT
Facebook facebook.com/UHMBT
Tel 01539 716695 (Trust HQ)

If you would like to receive this document in another format,
please do not hesitate to contact us.